



MEMORANDUM

TO: Honorable Alex Penelas, Mayor
Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

DATE: May 17, 2004

FROM: George M. Burgess
County Manager

A handwritten signature in dark ink, appearing to read "Burgess", is written over the printed name of George M. Burgess.

SUBJECT: Revenue Maximization
and Grants Coordination
Report & Plan

Summary

Please accept this report on the status of the County's FY 2003-04 revenue maximization and grants coordination efforts and the proposed revenue maximization plan (see attached). This report serves as an update on the County's revenue maximization activities and progress to achieve the goals set forth in Ordinance 04-26, adopted by the Board on February 2, 2004. The Ordinance requires the development of policies for the Federal Funds Maximization Program through an administrative order. It is my pleasure to present to the Board the proposed revenue maximization plan, including the Federal Funds Maximization Program. Further, it is my intention to obtain feedback from the Board, finalize the plan, and offer an administrative order for the Board's approval.

Background

On June 12, 2003, Governor Jeb Bush signed into law CS/CS/SB 1454 (Ch. No. 2003-146), which is codified as section 409.017, Fla. Stat. (2003), creating the Local Funding Revenue Maximization Act to enhance the ability of the State of Florida and its agencies and political subdivisions, such as Miami-Dade County, to achieve maximum federal matching funding for health, social and human services programs. With the adoption of the FY 2003-04 Budget, the Board provided additional resources to support County revenue maximization initiatives, and on February 3, 2004, the Board approved Ordinance 04-26, establishing guidelines to achieve maximum federal matching funding for health, social, and human service programs.

In addition to seeking grant funding and implementing other revenue generation strategies, traditional revenue maximization concepts involve the certification of local, public and private, unrestricted dollars as public matching funds allowing the County to work with the state to draw down additional dollars under federal entitlement programs such as Temporary Assistance to Needy Families (TANF), Medicaid, and various Titles of the Social Security Act, including the Social Services Block Grant. As you are aware, our strategy has been to seamlessly integrate revenue maximization initiatives with the grants coordination function within the Office of Strategic Business Management and proactively pursue revenue maximization opportunities in all program areas, both internally and working with community-based organizations and contracted providers. Since the adoption of the FY 2003-04 Budget, existing grants coordination staff has taken on the added responsibilities related to countywide implementation of revenue maximization concepts and initiatives. Additionally, the hiring process for two new revenue

Honorable Alex Penelas, Mayor
Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

maximization and grants coordination positions provided for in the FY 2003-04 budget has been completed, and staff is now on board.

Initiatives for FY 2003-04

The revenue maximization division in the Office of Strategic Business Management is aggressively seeking additional federal, state, and private funds to address local needs and to help mitigate the effects of federal and state cost shifts to the County. Since April 2003, grants coordination staff have assisted County departments secure more than \$13.8 million in grant funds for our community. In addition, \$5.4 million in grant requests, developed by or with the support of the revenue maximization and grants coordination division, are pending.

In addition to on-going activities related to grants coordination and in spite of challenges faced entering into the somewhat uncharted territory of revenue maximization in Florida, plans are being developed and progress has been made, including:

- Meeting with consultants under contract with the state to explore revenue maximization potential for the Homeless Trust, the Eleventh Judicial Circuit, the Department of Human Services, and the Juvenile Assessment Center.
- Developing language, for inclusion in the Alliance for Human Services (AHS) CBO funding Request for Proposals documents, that allows for maximizing federal funding supporting social service needs identified by the AHS and the County and creates incentives for CBO participation.
- Researching revenue maximization principles and techniques and primary sources of federal funding.
- Developing an annual Children and Families Budget Addendum. Compiling, cataloging, and analyzing information for 113 programs providing services to children and families with children.
- Working with County departments, state agencies, the Eleventh Judicial Circuit, the Children's Trust, the United Way, and private foundations to identify revenue maximization opportunities and potential local matching funds.
- Monitoring federal and state budget processes for funding opportunities.
- Drafting proposed scope of services for private consultants to assist with revenue maximization implementation.
- Developing "boiler plate" contract language requiring service providers under contract with the County to furnish such documentation, records, information and data required complying with County revenue maximization requirements.
- Preparing a recommended list of participants/members for a revenue maximization working group comprised of staff from various departments, the Eleventh Judicial Circuit, the Children's Trust, and other organizations.
- Developing an Administrative Order outlining the elements of the plan and the process the County will utilize to pursue revenue maximization opportunities.

Major milestones and projected dates of completion for various planned activities in the current year include: issue Children and Families Budget Addendum (July 2004); produce inventory of County health, social, and human service programs and work with external consultants to begin

Honorable Alex Penelas, Mayor
Honorable Chairperson Barbara Carey-Shuler, Ed.D.
and Members, Board of County Commissioners

analysis of programs and funding streams (December 2004); and produce inventory of remaining County programs (March 2005).

The demands of increasing individual and community needs in the face of limited state and local funding have challenged us all. Based on the overwhelming and diverse needs of our community; often conflicting federal, state, and local policies; the complex and delicate financial relationships required; and legal liability issues, implementation of revenue maximization initiatives require detailed analysis and careful planning. Revenue maximization is by no means a quick fix for diminished local revenue. However, successful implementation of revenue maximization strategies will, in the long term, improve our ability to address unmet local needs.

Cmo08604

Miami-Dade County Revenue Maximization Plan

**Office of Strategic Business Management
Revenue Maximization and Grants Coordination Division**

(Revised April 30, 2004)

Miami-Dade County
Revenue Maximization Plan

Introduction

It is the intention of Miami-Dade County to aggressively pursue alternative funding sources and revenue streams and to successfully implement strategies to draw down federal dollars using local public matching funds for local programs in accordance with section 409.017, Fla. Stat. (2003) creating the Local Funding Revenue Maximization Act and County Ordinance 04-26, establishing guidelines to achieve maximum federal matching funding.

What is Revenue Maximization or "Rev. Max."?

Revenue Maximization, as defined by the Public Consulting Group, is a process designed to identify and analyze, develop, implement and support initiatives that expand revenue sources, reduce operational and development costs, and improve compliance with federal and state requirements.

Why is Revenue Maximization Important?

- Each year, Congress allocates billions of federal dollars to states, which states do not receive unless matching dollars are available. States can maximize federal dollars received by matching them with state and local funds.
- Florida leaves millions of dollars (estimated to be \$900 million in 2002) on the table in Washington each year because it fails to put up the required matching funds. Millions more dollars could be available to meet local service needs without raising taxes or increasing general revenue.

What are the Potential Benefits of Revenue Maximization?

- Additional revenue is generated
- Unmet needs are met
- Community efforts are focused
- Duplication of services can be reduced
- Holistic approach to fill gaps
- Strategic partnerships and care networks are formed

Recommendations presented herein were developed based on research of best practices, meetings with community partners and other governmental entities, consultation with County departments, participation in statewide conference calls and workshops, discussions with the County's Office of Intergovernmental Affairs, and lessons learned from current revenue maximization initiatives.

The Revenue Maximization Plan and any resulting implementation plans are predicated on the commitment of adequate resources, cooperation from applicable departments, active participation of departmental program/policy experts, a free flow of ideas and information between departments and with the Revenue Maximization and Grants Coordination Division, and receipt of outside consulting and technical support.

Miami-Dade County
Revenue Maximization Plan

The Revenue Maximization Plan includes two major components: the Federal Funds Maximization Program and grants coordination. The Revenue Maximization Plan was conceived of as a multi-year plan resulting in various specific implementation plans. Implementation plans will need to be individualized, technical, and related specifically to the service provided, the current state of data collection and existing procedures, and the potential funding source.

The goal of a revenue maximization initiative is to expand program coverage, access, or benefits, or simply to increase the share of federal funds financing the current program. Revenue maximization involves the development of strategies to identify and claim reimbursement from the Federal Government for the broadest scope of eligible services and clients. From a local perspective, any additional local or federal funds should be used to expand or support local programs, not relieve the burden on state general revenue.

The Revenue Maximization and Grants Coordination Division (RMGC) in the Office of Strategic Business Management (OSBM) will lead and support the collaborative efforts and activities of County departments as part of this new initiative and as outlined herein.

**Miami-Dade County
Revenue Maximization Plan**

FEDERAL FUNDS MAXIMIZATION PROGRAM

Item	Task	Potential Benefit	Status
FFM 1	Research revenue maximization principles, best practices, techniques and explore precedents in Florida and at the federal level	Learn from success of others and avoid potential costly mistakes Assist with negotiations with State agencies	On-going (OSBM)
FFM 2	Collaborate with statewide revenue maximization groups, other interest groups, and professional organizations	Assist with negotiations with State agencies Assist with legislative advocacy efforts	On-going (OSBM)
FFM 3	Monitor state and federal budget processes	Identify funding opportunities and potential cost shifts to the County	On-going (OSBM and departments)
FFM 4	Establish a Revenue Maximization Workgroup	Assist with the development of strategies for delivering multi-agency services across agencies/departments and outline benefits to departments, agencies, and the community	Target – May 2004 (OSBM/CMO)
FFM 5	Draft proposed scope of services and solicitation for private consulting support	Assist with analysis and the process of matching existing programs and services with federal and state revenue streams Assist with the development of specific implementation plans and monitoring tools Conduct training for senior and middle management as well as direct service staff Perform analysis of potential costs and benefits and barriers to implementation	Planned
FFM 6	Produce second annual Children and Families Budget Addendum	Determine universe of programs for potential implementation of revenue maximization initiatives Identify gaps in services, duplication of services, and opportunities for improved efficiency	Target – July 2004 (OSBM)
FFM 7	Compile County program inventory	Determine universe of programs for potential implementation of revenue maximization initiatives Identify gaps in services, duplication of services, and opportunities for improved efficiency	Target – March 2005
FFM 8	Perform analysis of existing grant agreements	Document matching requirements and other program and/or funding restrictions	Planned

**Miami-Dade County
Revenue Maximization Plan**

Item	Task	Potential Benefit	Status
FFM 9	Identify minimum federal requirements related to funding and any additional requirements placed on funding by the State	Assist with negotiations with State agencies Assist with legislative advocacy efforts	Planned
FFM 10	Create and maintain an inventory of certifiable local matching funds	Quantify potential amount of unmatched and unrestricted local dollars available	Planned
FFM 11	Develop policies, and procedures for receipt of unrestricted donations of private dollars and County certification of "public funds"	Enhance capacity to take advantage of future revenue maximization opportunities and/or comply with existing state or federal requirements	Planned
FFM 12	Conduct cost/benefit analysis of revenue maximization proposals and initiatives, including analysis of legal and liability issues	Determine feasibility of specific initiatives Enhance ability to make informed decisions	On-going (OSBM and CAO)
FFM 13	Review cost effectiveness of existing service delivery systems and recommend modifications as appropriate	Avoid unnecessary costs Ensure effective use of "best available dollar"	Planned
FFM 14	Coordinate the development of a plan to provide outreach and education for residents regarding the potential benefits and assistance provided to enrollees of existing federal and state programs	Assist in addressing unmet need Maximize the number of residents enrolled in existing federal and state programs	Planned
FFM 15	Develop expedited process for outside organizations to partner with the County and to request funding as part of revenue maximization activities	Avoid unnecessary delays Enhance capacity to take advantage of revenue maximization opportunities and/or comply with existing state or federal requirements	Planned
FFM 16	Identify and develop strategic partnerships and draft corresponding MOUs	Enhance capacity to take advantage of future revenue maximization opportunities and/or comply with existing state or federal requirements Assist with development of specific implementation plans	On-going (OSBM)

**Miami-Dade County
Revenue Maximization Plan**

Item	Task	Potential Benefit	Status
FFM 17	Perform analysis of current data collection, client eligibility determination; record keeping and reporting procedures, forms, etc.	Enhance capacity to take advantage of future revenue maximization opportunities and/or comply with existing state or federal requirements Assist with development of specific implementation plans	Planned
FFM 18	Develop and implement program for staff training (all levels)	Foster the development of program experts in each department with knowledge of alternative funding sources and revenue maximization strategies and techniques Assist with development of specific implementation plans	Planned
FFM 19	Develop "boiler plate" contract language requiring contracted service providers to comply with County revenue maximization requirements	Ensure compliance with federal and state regulations Reduce the chance of disallowance by funding source and re-payment by the County	On-going (OSBM)
FFM 20	Develop and submit revenue maximization proposals and implementation plans	Generate additional revenue Address unmet needs Provide focus to community efforts Reduce duplication of services Address gaps in services as part of a holistic approach Assist in the formation of strategic partnerships	On-going (OSBM and departments)
FFM 21	Review and revise, if applicable, existing cost allocation plans and perform required time studies	Allow for administrative claiming under various federal programs	Planned
FFM 22	Maintain documentation, records, information and databases necessary to maximize federal matching funds, including responses to various surveys	Ensure compliance with federal and state regulations Reduce the chance of disallowance by funding source and re-payment by the County	On-going (OSBM and departments)

Miami-Dade County
Revenue Maximization Plan

Item	Task	Potential Benefit	Status
FFM 23	Submit quarterly reports to the Board	Document and communicate amount of funds received and disbursed, problems encountered, and recommendations Assist with negotiations with State agencies Assist with legislative advocacy efforts	On-going (OSBM)
FFM 24	Update Revenue Maximization Plan as needed	Maintain focus and direction Document and communicate progress	On-going (OSBM)

**Miami-Dade County
Revenue Maximization Plan**

GRANTS COORDINATION

Item	Task	Potential Benefit	Status
GC 1	Research, identify, and promote potential grant funding opportunities	Maximize revenue opportunities for County departments and community-based organizations	On-going (OSBM)
GC 2	Provide technical assistance and support with grant application development, including training opportunities	Maximize revenue opportunities for County departments and community-based organizations	On-going (OSBM)
GC 3	Maintain grants database and implement online reporting by County departments	Identify opportunities for collaboration Facilitate reporting and communications	On-going (OSBM)
GC 4	Develop and implement grants management policies and procedures	Standardize minimum County requirements and streamline related policies and procedures Facilitate grants coordination function	On-going (OSBM)
GC 5	Conduct grant funding survey, including CBO funded programs, to be completed by County agencies	Allow for in-depth analysis of existing grant agreements	Planned
GC 6	Perform an indirect cost review	Maximize funding from alternative sources for administrative and indirect costs Re-negotiate, if applicable, existing indirect cost rates with various funding sources, including but not limited to seeking a federally approved indirect cost rate for use with future federal funding	Planned